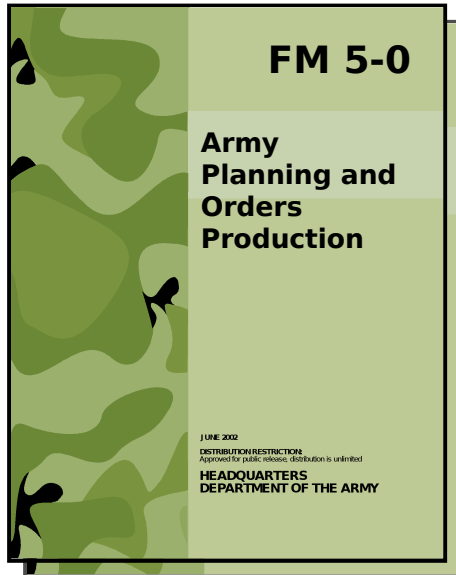
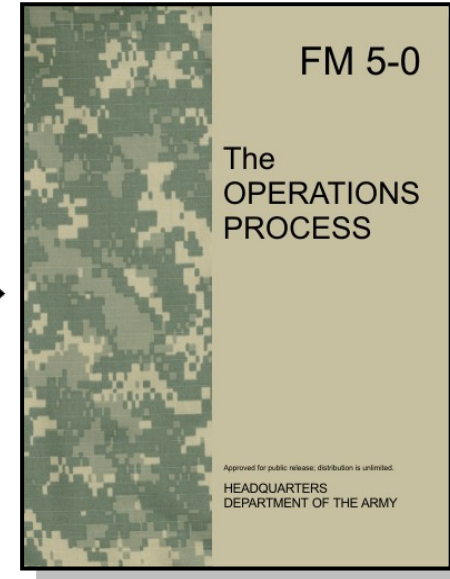


FM 5-0 Overview



(January 2005)



(March 2010)

**Combined Arms
Doctrine Directorate**

(1 April 2010)

Purpose

- Summarize the main ideas and highlight the major changes incorporated in **FM 5-0, *The Operations Process***.

Outline

- Why revise?
- Summary of main ideas
- Chapter/appendix overview

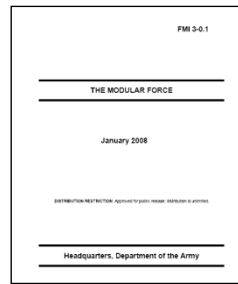
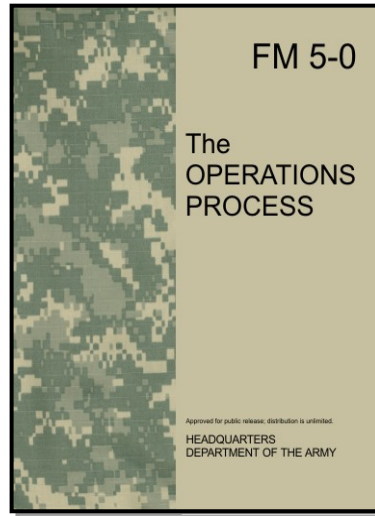
Why revise?



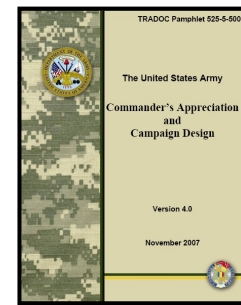
**Operational experience
& lessons learned**



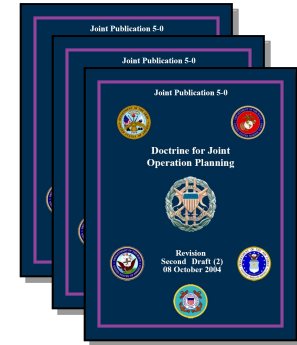
FM 3-0 & FM 3-07



**FMI 3-0.1
Modular
Force**



**Cdr's
Appreciation &
Campaign Design**



**Joint Doctrine
JP 3-0, 5-0, 3-33**



**Army C2 Doctrine
FM 6-0, 5-0 & FMI 5-0.1**



United States Army Combined Arms Center

Why revise?

Why change from a manual limited to planning to a manual that

now covers all activities of the operations process?

- Emphasize the continuous nature of operations.
- Describe the relationships among planning, preparing, executing, and assessing.
- Describe the relationships among commanders, subordinate commanders, staffs, and other military and civilian partners during the exercise of C2.
- Link fundamentals to tactics, techniques, and procedures.



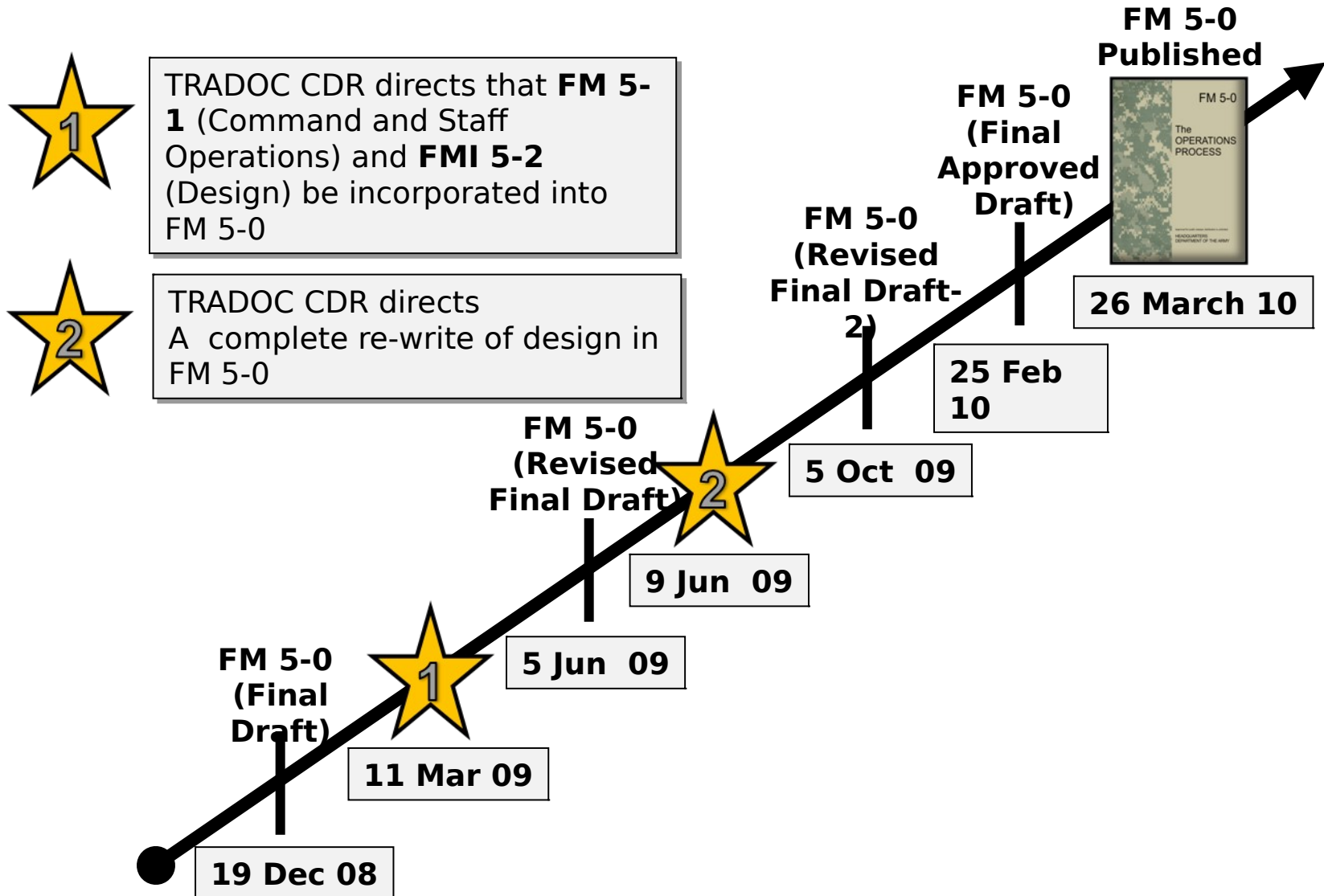
Why Revise?

“The intent of FM 5-0 is to encourage greater flexibility through critical thought, action, and initiative. Army leaders must not only develop effective plans, they must be able to convert those plans into timely action while maintaining the capability to reframe and adapt as the situation changes in an increasingly dynamic operational environment.”



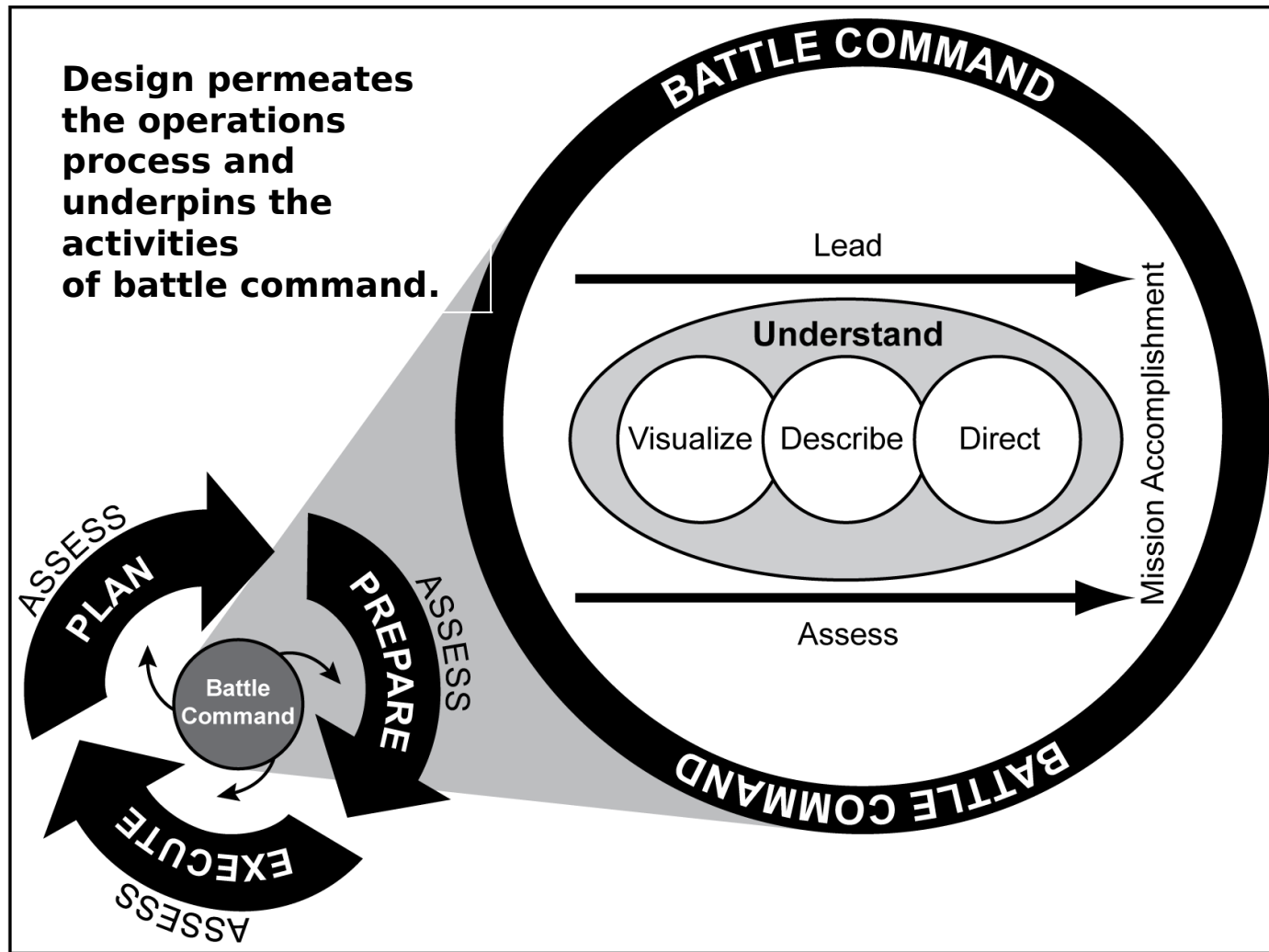
General Dempsey
TRADOC Commander
FM 5-0 Forward

Production Timeline



Summary of Main Ideas

The Operations Process



Exercising Command and Control

Special staff

Mission Command

Planning

Operational approach

MDMP

Mission Narrative

Decisive points

Understanding

Role of the commander

Running estimates

IPB

Measures of effectiveness

Critical thinking

Battle Command

Design

Leadership

Future operations cell

command and control

FRAGO

Control measures

Tactical command post

Operation Overlay

Execution

Targeting

assessment

Battle rhythm

METT-TC



United States Army Combined Arms Center

C2 Construct

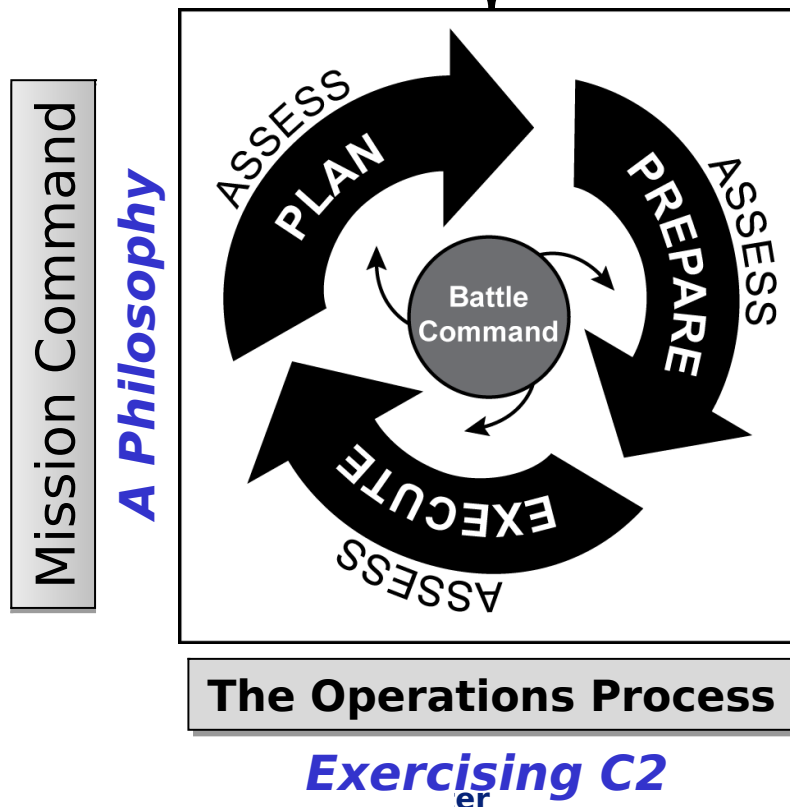
Command and Control
(Commander and C2 System)

Command

Control

The Art of Command

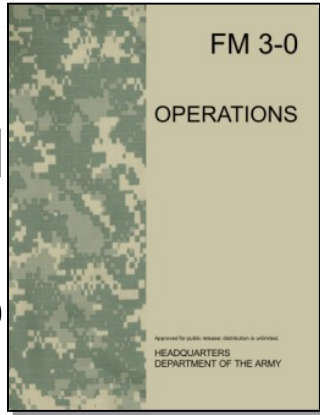
The Science of Control



Readers of FM 5-0 must be familiar with the C2 structured established in FM 6-0.

Full Spectrum Operations

*The Army's operational concept is **full spectrum operations***



Army forces **combine** offensive, and stability or civil support simultaneously as part of an interdependent joint force to seize, retain, and exploit the

initiative, accepting prudent risk to create opportunities to achieve decisive **results**.

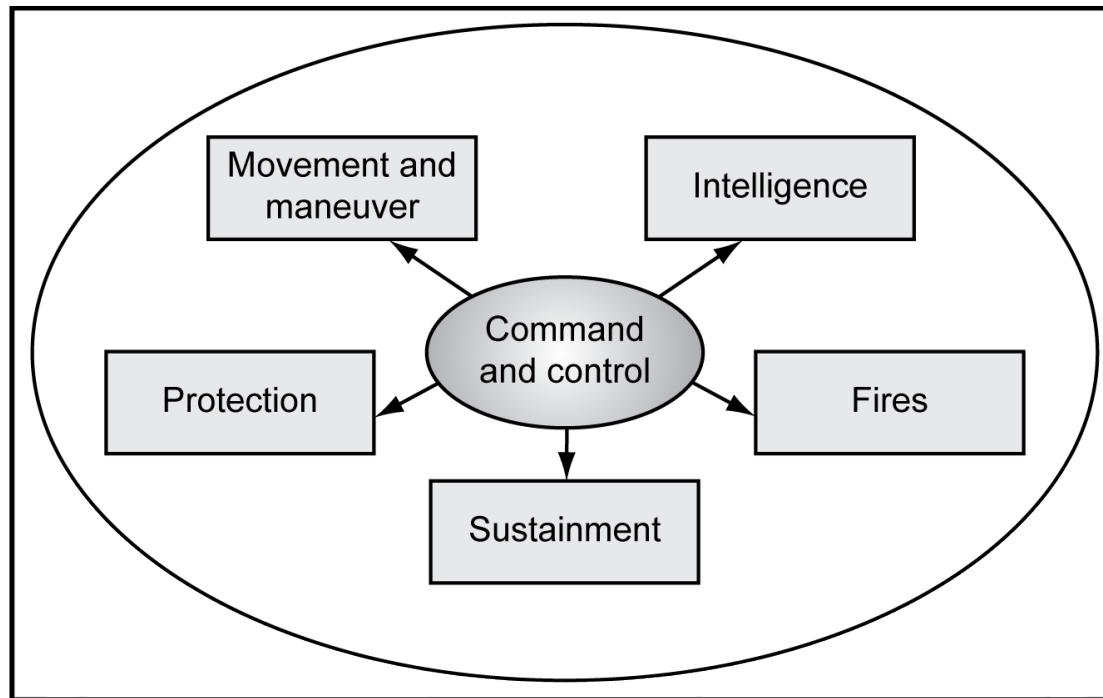
They employ synchronized action – lethal and nonlethal – proportional to the mission, and

informed by a thorough understanding of all

dimensions of the operational environment. **Mission**



Warfighting Functions



Warfighting Functions*

The ***command and control warfighting function*** is the related tasks and systems that support commanders in exercising authority and direction (FM 3-0). Through C2, commanders integrate all warfighting functions to accomplish the mission.

Army Information Tasks

Task	Information Engagement	Command and Control Warfare	Information Protection	Operations Security	Military Deception
Intended Effects	• Inform and educate internal and external publics • Influence the behavior of target audiences	• Degrade, disrupt, destroy, and exploit enemy command and control	• Protect friendly computer networks and communication means	• Deny vital intelligence on friendly forces to hostile collection	• Confuse enemy decision-makers
Capabilities	• Leader and Soldier engagement • Public affairs • Psychological operations • Combat camera • Strategic Communication and Defense Support to Public Diplomacy	• Physical attack • Electronic attack • Electronic warfare support • Computer network attack • Computer network exploitation	• Information assurance • Computer network defense • Electronic protection	• Operations security • Physical security • Counterintelligence	• Military deception

FM 3-0, Table 7-1. Army information tasks

FM 3-0 describes the **five Army information tasks** used by Army forces to shape the operational environment. This construct affects the duties and responsibilities of the staff, the MDMP, and the operation order format in the new FM 5-0.

Battle Command

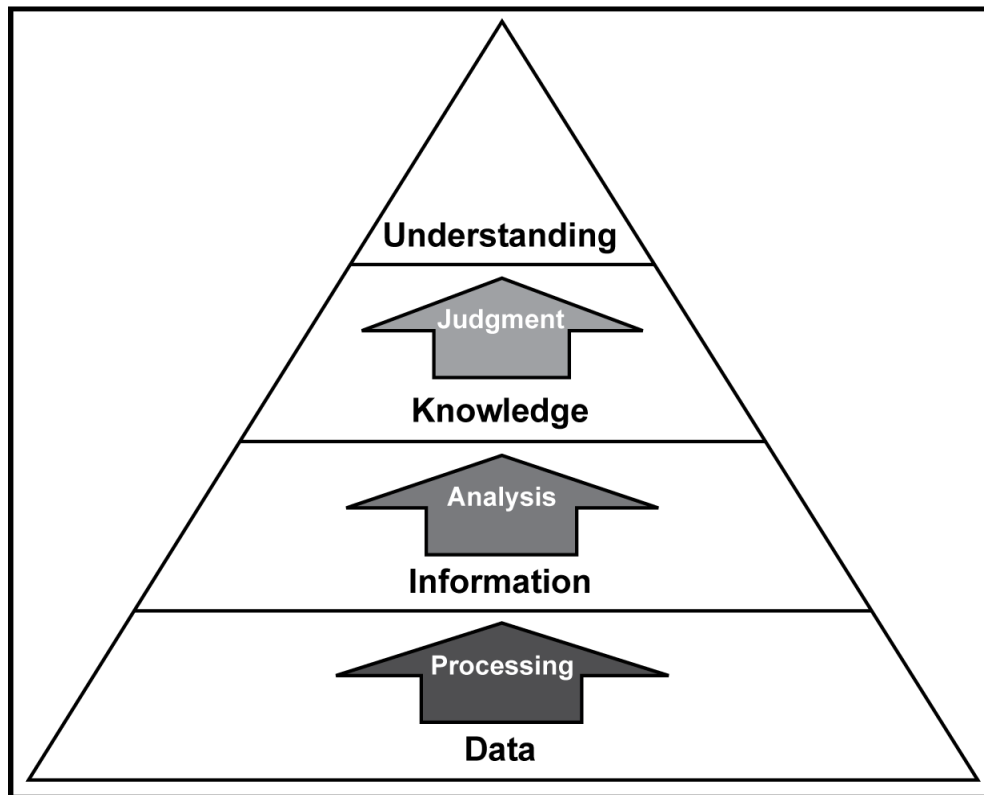
Commanders drive the operations process through battle command.

- **Understand** the operational environment and the problem.
making sense—establishing context
- **Visualize** the end state and operational approach.
creating and thinking in mental images
- **Describe** the visualization to promote a shared understanding.
communicating in words and graphics
- **Direct** action based on situational understanding.
issuing orders and instructions
- **Lead** Soldiers and partners during execution.
influencing people to achieve goals and accomplish missions
- **Assess** progress of operations and adapt as required.
monitoring and evaluating progress



Situational Understanding

Situational understanding is fundamental to effective command and control.



The cognitive hierarchy

Commanders and staffs must continually work to improve their situational understanding. They must work through periods of reduced understanding as the situation evolves.

Army leaders must be comfortable with ambiguity, accepting prudent risk and acting decisively throughout the conduct of operations.

Critical and Creative Thinking

***Critical and creative thinking** aids in understanding and decisionmaking throughout the operations process.*



Critical Thinking

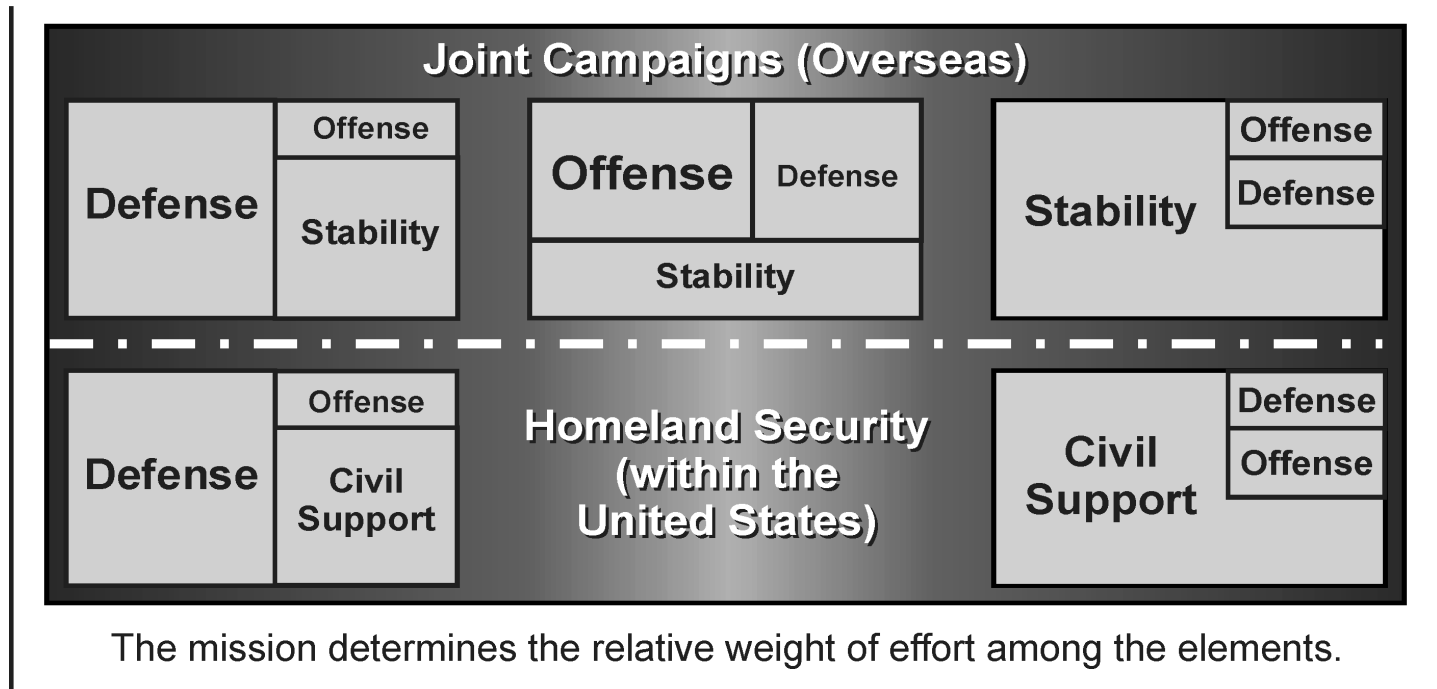
Purposeful, reflective, self-regulating thinking to determine the meaning and significance of things.

Creative Thinking

Vision and imagination that leads to new insights, novel approaches, fresh perspectives, and new ways of understanding and conceiving ideas.

Full Spectrum Operations

Commanders **continually consider and combine tasks** focused on the population (stability or civil support operations) as well as those tasks focused on enemy forces (offensive and defensive operations).



Combining the elements of full spectrum operations

Mission Command

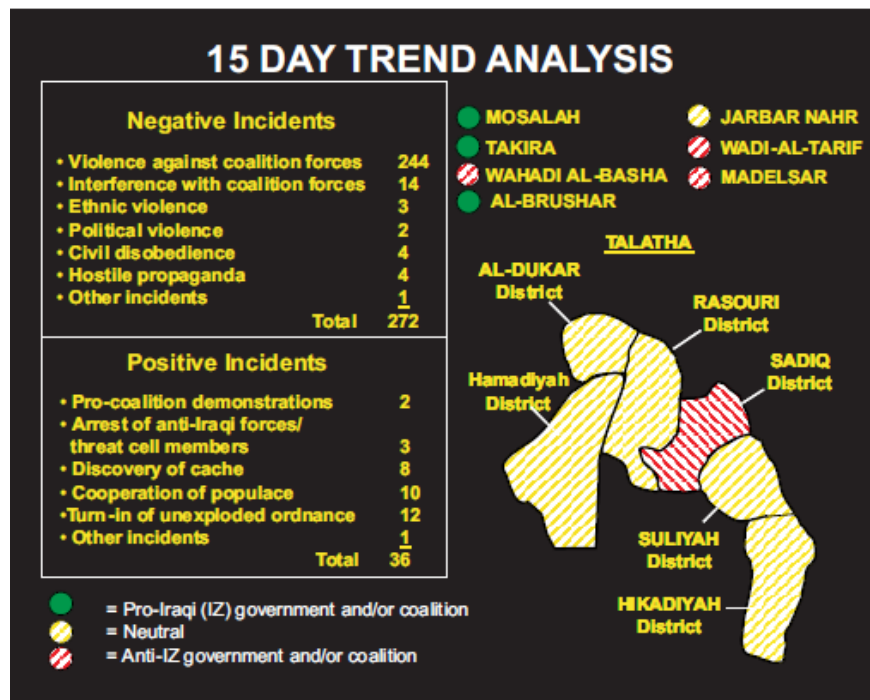
Mission command is the preferred method of exercising command and control.

		
• Probabilistic • Unpredictable	Assumes war is	• Deterministic • Predictable
• Disorder • Uncertainty	Accepts	• Order • Certainty
• Decentralization • Spontaneity • Informality • Loose rein • Self-discipline • Initiative • Cooperation • Acceptable decisions faster • Ability all echelons • Higher tempo	Tends to lead to	• Centralization • Coercion • Formality • Tight rein • Imposed discipline • Obedience • Compliance • Optimal decisions, but later • Ability focused at the top
• Implicit • Vertical and horizontal • Interactive	Communication types used	• Explicit • Vertical • Linear
• Organic • Ad hoc	Organization types fostered	• Hierarchic • Bureaucratic
• Delegating • Transformational	Leadership styles encouraged	• Directing • Transactional
• Art of war • Conduct of operations	Appropriate to	• Science of war • Technical/procedural tasks

Mission command is the conduct of military operations through decentralized execution based on mission orders. Successful mission command demands that subordinate leaders at all echelons exercise disciplined initiative, acting aggressively and independently to accomplish the mission within the commander's intent (FM 3-0).

Continuous assessment

Continuous assessment enables organizational learning and adaptation throughout the conduct of operations..



Trend Analysis*

Assessment is a continuous activity of the operations process.

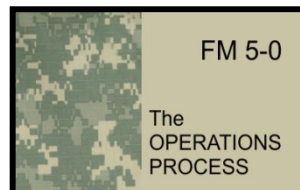
Assessment helps leaders determine what is working, what is not, and offers insights on how to adapt throughout the conduct of operations.

Chapter and Appendixes Overview

Manual Cross-Walk



2005



2010

- CH 1: Fundamental of Planning
- **CH 2: Army Problem Solving**
- CH 3: The MDMP
- CH 4: Troop Leading Procedures
- App A: Staff Studies
- App B: Military Briefings
- App C: Guidelines for MSN Analysis
- App D: Cdr's Guidance Guidelines
- App E: Estimates
- App F: Task Organization
- App G: Plans and Orders
- **App H: Integrating Targeting into the Ops Process**
- **App I: Joint Planning**

- **CH 1: The Ops Process**
- CH 2: Planning
- **CH 3: Design**
- CH 4: Preparation
- CH 5: Execution
- **CH 6: Assessment**
- **App A: CP Organization & Operations**
- App B: The MDMP
- App C: Troop Leading Procedures
- App D: Cdr's Planning Guidance
- App E: Plans and Orders Format
- App F: Task Organization Formats
- App G: Running Estimates
- **App H: Formal Assessment Plans**
- App I: Rehearsals
- App J: Military Briefings

 Not addressed in the new FM 5-0

 New doctrine



Ch 1: Fundamentals of the Operations Process



Whether operations are designed to relieve suffering from a natural disaster or to defeat a large enemy force, operations are conducted in **complex, ever-changing**, and **uncertain** operational environments.

C2 aims to enhance the commander's ability to make sound and timely decisions. As such, C2 must first support the commander in **understanding** the operational environment.

Ch 1: Fundamentals of the Operations Process

The introduction and chapter 1 provide the foundation for the manual

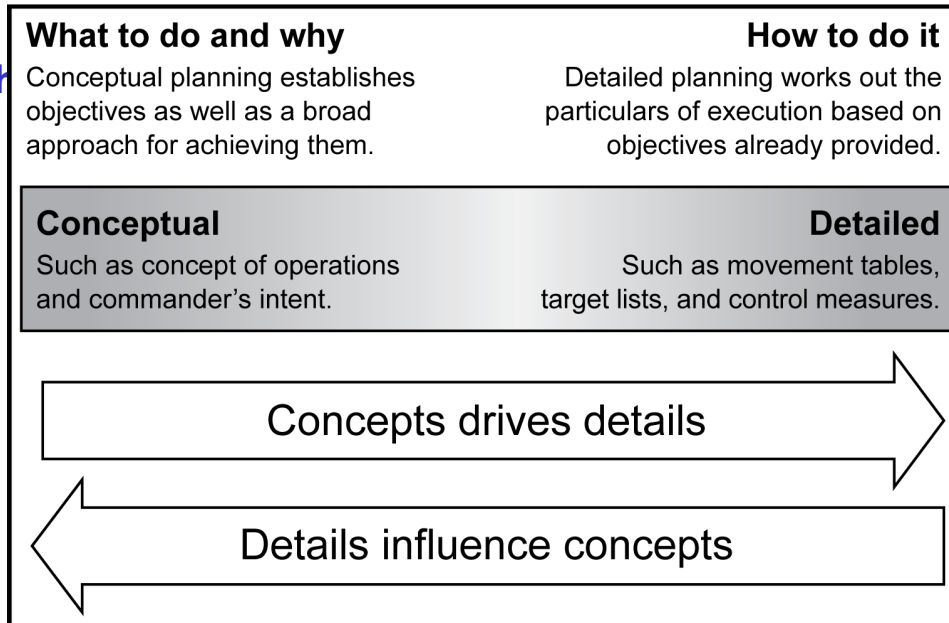
- Overview of the operations process.
- Understanding and decision-making.
- Risk.
- Collaboration and dialog
- Cultural understanding (one's own and others).
- Red teaming.
- Running estimates.



Ch 2: Planning

“In preparing for battle I have always found that plans are useless, but planning is indispensable.”

Dwight D. Eisenhower



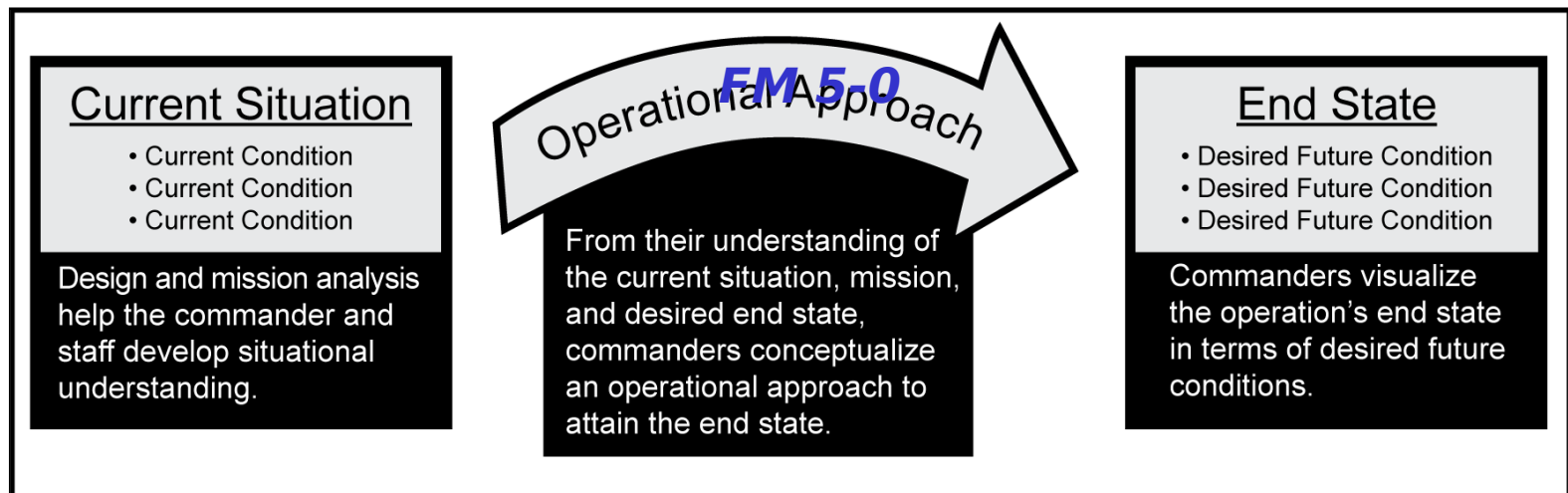
General

Aspects of planning

Planning is the art and science of ***understanding*** a situation, ***envisioning*** a desired future, and laying out an operational approach to achieve that future. Based on this understanding and operational approach, planning continues with the development of a fully synchronized ***operation plan or order*** that arranges potential actions in time, space, and purpose to guide the force during execution.

Conceptual Aspects of Planning

“If commanders had no way to influence the future, if they believed that the natural course of events would lead to a satisfactory outcome, or if they could achieve the desired results purely by reacting, they would have no reason to plan”



Commander's Visualization

Commander's visualization is the mental process of developing situational understanding, determining a desired end state, and envisioning the broad sequence of events by which the force will achieve that end state (FM 3-0).



3-0

Planning and Problem Solving

Planning helps leaders understand problems and develop solutions to them.

A **problem** is an issue or obstacle that makes it difficult to achieve a desired goal or objective. In a broad sense, a problem exists when an individual becomes aware of a significant difference between **what actually is** and **what is desired**.

In the context of operations, an **operational problem** is the issue or set of issues that impede commanders from achieving their desired end state.

Types of Problems

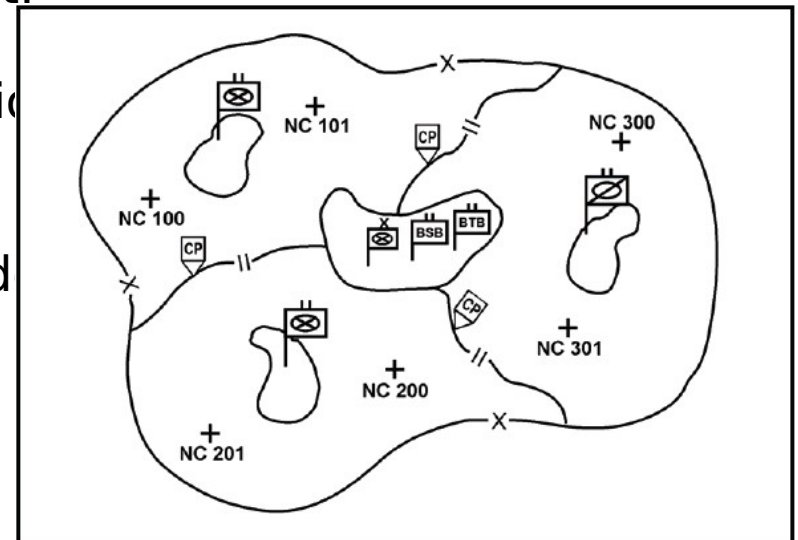
	<i>Well-structured</i>	<i>Medium-structured</i>	<i>Ill-structured</i>
Problem Structuring	The problem is self-evident.	Professionals easily agree on its structure.	Professionals have difficulty agreeing on problem structure and will have to agree on a shared hypothesis.
Solution Development	Solution techniques are available and there are verifiable solutions.	There may be more than one “right” answer. Professionals may disagree on the best solution. A desired end state can be agreed on.	Professionals will disagree on— • How the problem can be solved. • The most desirable end state. • Whether the end state can be attained.
Execution of Solution	Success requires learning to perfect technique.	Success requires learning to perfect techniques and to adjust the solution.	Success requires learning to perfect technique, adjust the solution, and continuously refine understanding of the problem.
Adaptive Iteration	No adaptive iteration required.	Adaptive iteration is required to find the best solution.	Adaptive iteration is required both to refine the problem and to find the best solution.

Depending on the structure of the problem, leaders may take different approaches to both understanding problems and developing solutions. The **degree of interactive complexity** of a given situation is the primary factor that determines the problem’s structure.

Mission Orders

Commanders stress the importance of mission orders as a way of building simple, flexible plans.

- **Mission orders** is a technique for developing orders that emphasizes to subordinates the **results** to be attained, not how they are to achieve them. It provides maximum freedom of action in determining how to best accomplish assigned missions (FM 3-0).
- Mission orders focus on what to do and the purpose of doing it without prescribing exactly how to do it.
- Control measures (to include operational graphics) are established to aid cooperation among forces without imposing needless restrictions on freedom of action.



Brigade Operational Graphics

Ch 3: Design

“If I were given one hour to save the planet, I would spend 59 minutes defining the problem and one minute resolving it.”

Albert Einstein

creative thinking to understand, visualize, and describe complex, ill-structured problems and develop approaches to solve them.

- Underpins the activities of battle command.
- Permeates the operations process.
- Assists with the conceptual aspects of planning.
- Fosters organizational learning.



Why Design?

“When situations do not conform to established frames of reference—when the hardest part of the problem is figuring out what the problem is

...design is essential.”

A continuous, iterative, and cognitive methodology, **FM 3-24** design is used to develop understanding of the operational environment, make sense of complex, ill-structured problems, and develop approaches to solve them. The goals of design are:

- Understanding ill-structured problems.
- Anticipating change.
- Creating opportunities.
- Recognizing and managing transitions.



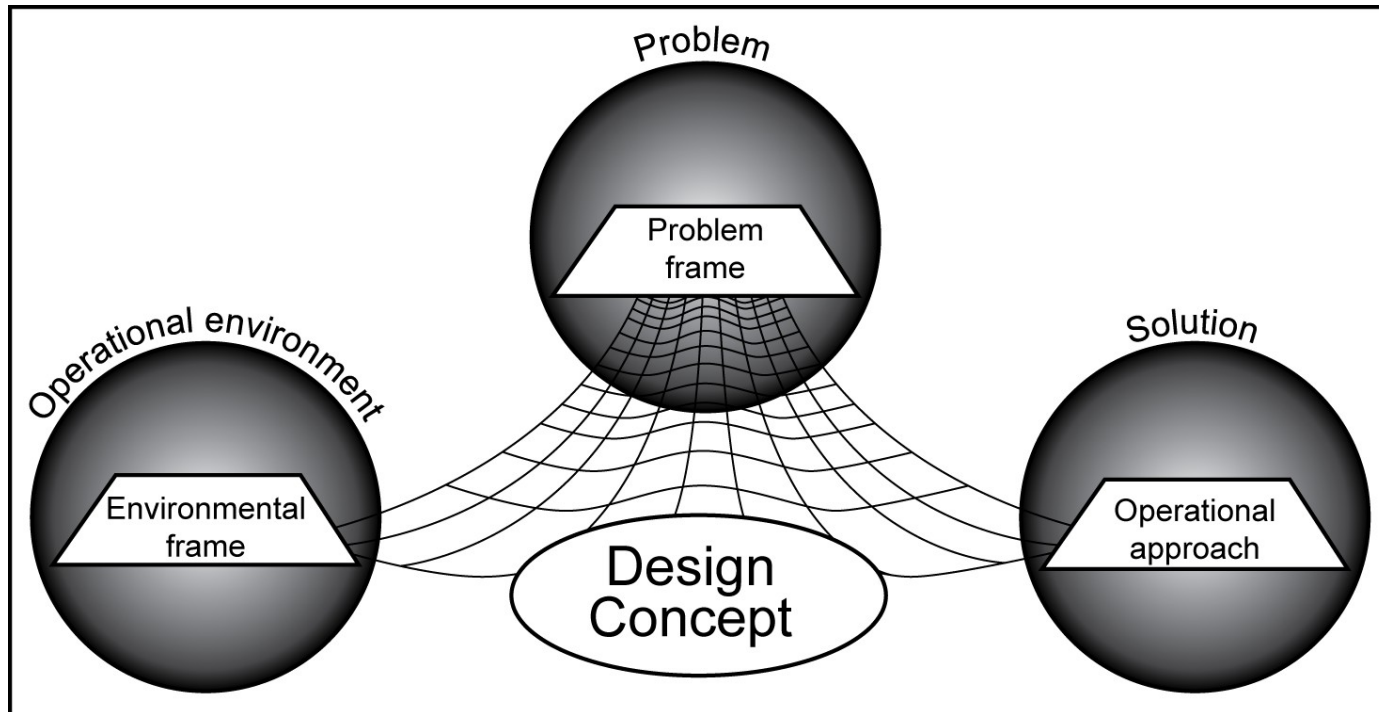
Key Ideas of Design

- Critical and creative thinking
- Collaboration and dialog
- Systems thinking
- Frames and Framing
- Reframing



“Design—A bunch of persons around a whiteboard—markers in hand—sharing viewpoints, arguing, and creating a shared understanding for each frame.”

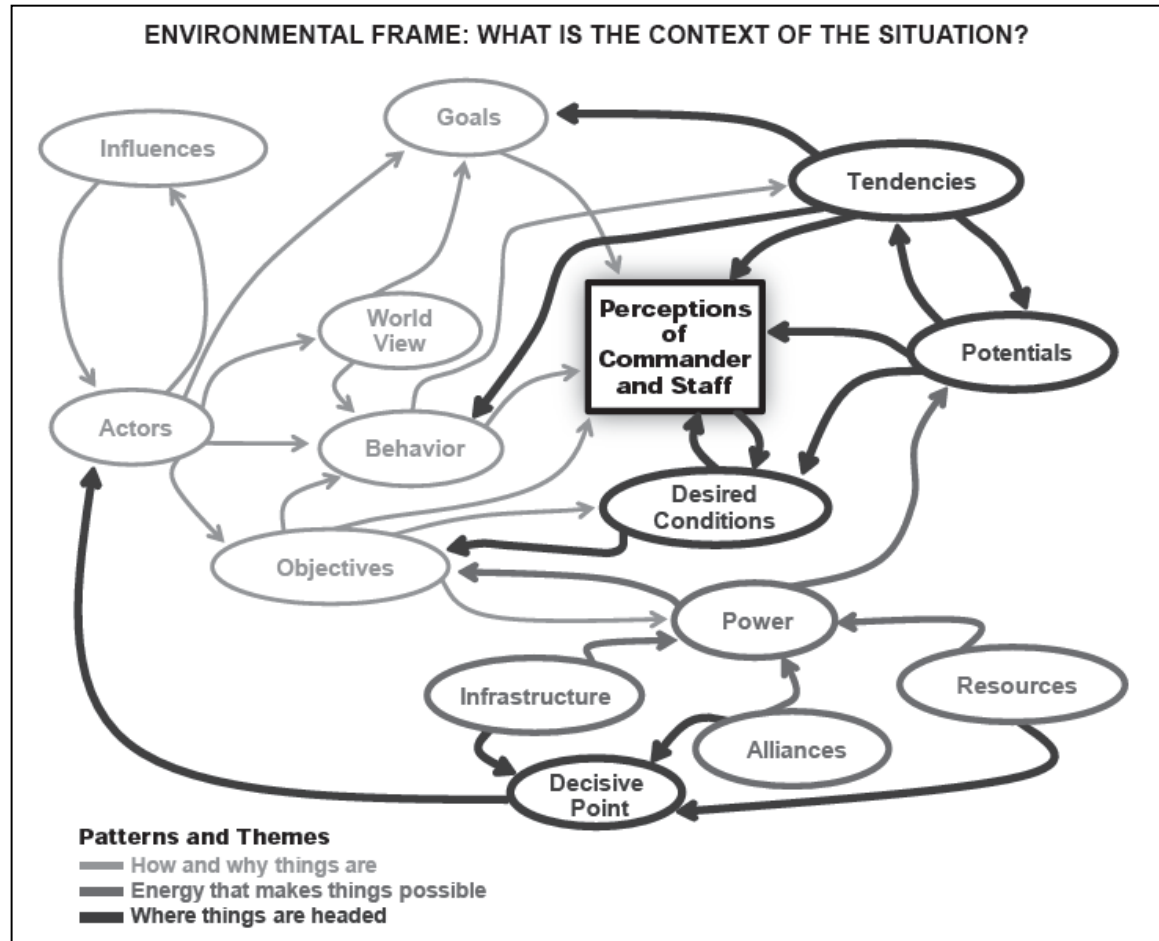
Design Methodology



- **Framing the operational environment**—what is the context in which design will be applied?
- **Framing the problem**—what problem is the design intended to solve?
- **Considering operational approaches**—what broad, general approach will solve the problem?

Recording the Logic

Commanders and staffs must record their work when practicing design in graphic and narrative form.



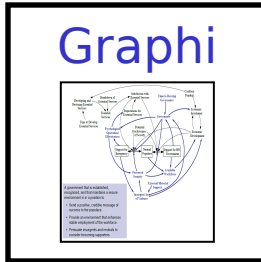
Framing*

1

Environmental Frame, part 1

“What is 1 going on in the environment?”

Expressed in .

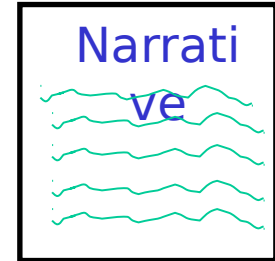
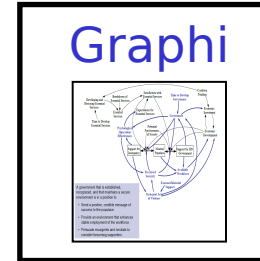


2

Environmental Frame, part 2

“What do we 2 want the environment to look like?”

Expressed in .

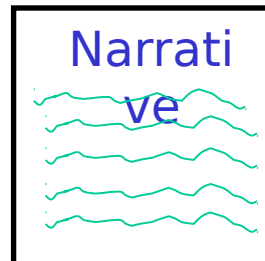
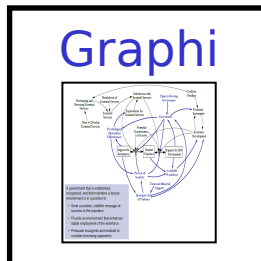


3

Problem Frame

“Where—conceptually-- should we act to achieve our desired state?”

Expressed in .

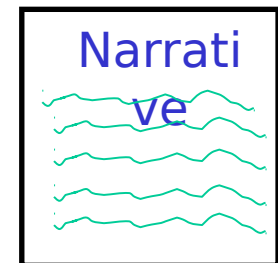
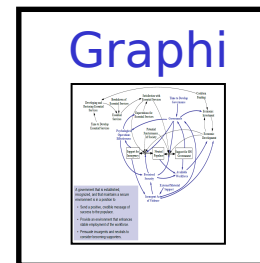


4

Operational Approach

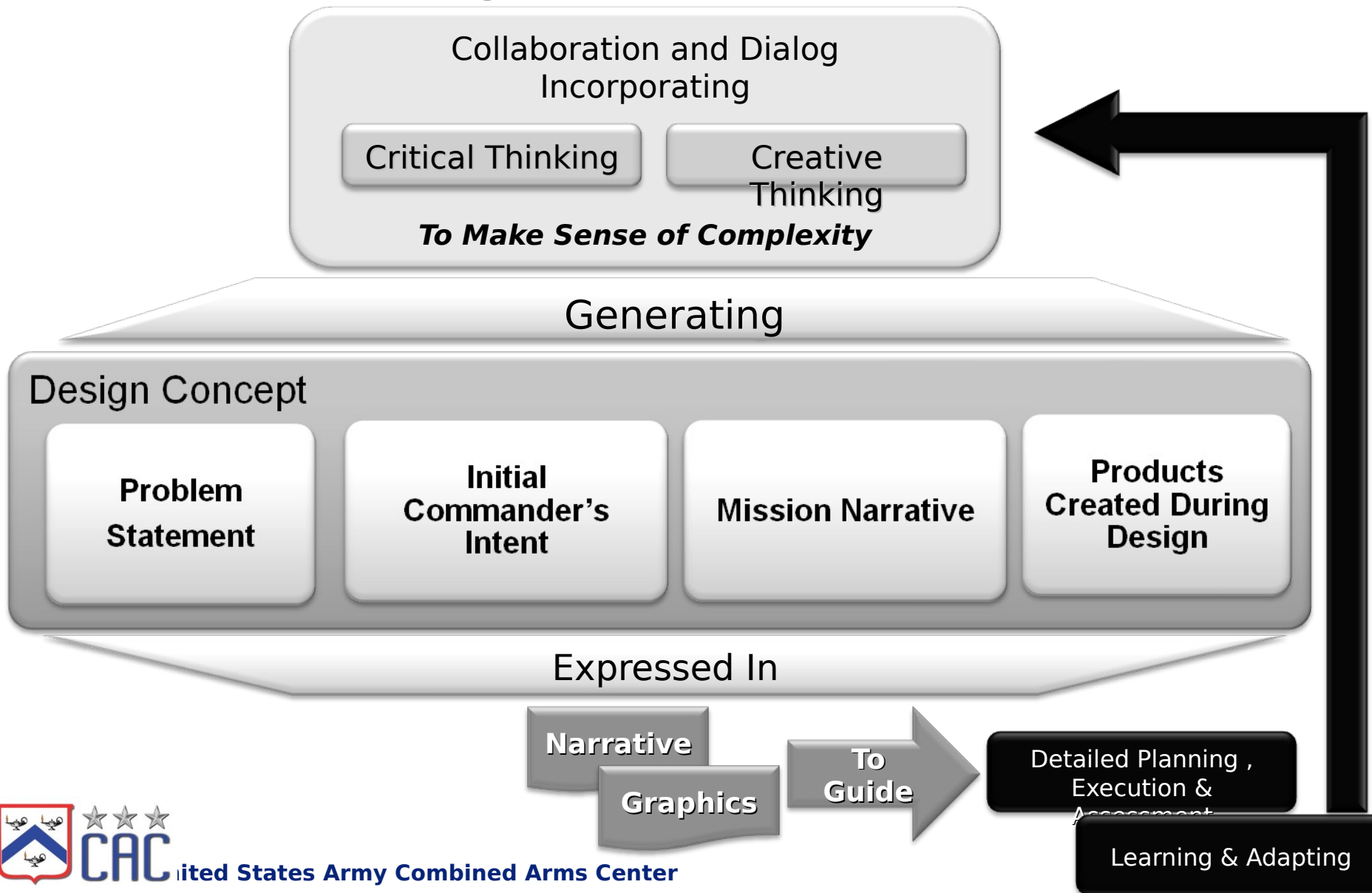
“How do we get from the current state to our desired state?”

Expressed in .



“What is our Problem Statement or Problem Set?”

Design in Practice



Ch 4: Preparation

Preparation helps the force transition from planning to execution.

Preparation consists of activities performed by units to improve their ability to execute an operation. Preparation includes, but is not limited to, plan refinement; rehearsals; intelligence, surveillance, and reconnaissance; coordination; inspections; and movement (FM 3-0). The primary functions of preparation include:

- Improving situational understanding.
- Developing a common understanding of the plan.
- Practicing and becoming proficient on critical tasks.
- Integrating, organizing, and configuring the force.

• Ensuring forces and resources are ready and positioned.



Preparation Activities

Preparation normally begins during planning and continues into execution by uncommitted units.

- Conduct ISR.
- Conduct security operations.
- Conduct protection.
- Manage terrain.
- Coordinate and conduct liaison.
- Continue to build partnerships and teams (**new**).
- Conduct confirmation briefs.
- Conduct rehearsals.
- Conduct plans-to-operations transitions

- Revise and refine the plan.
- Complete task organization.
- Integrate new Soldiers and units.
- Train.
- Initiate troop movements.
- Prepare terrain.
- Conduct sustainment preparation.
- Initiate deception operations.
- Conduct preoperations checks and inspections.



Ch 5: Execution

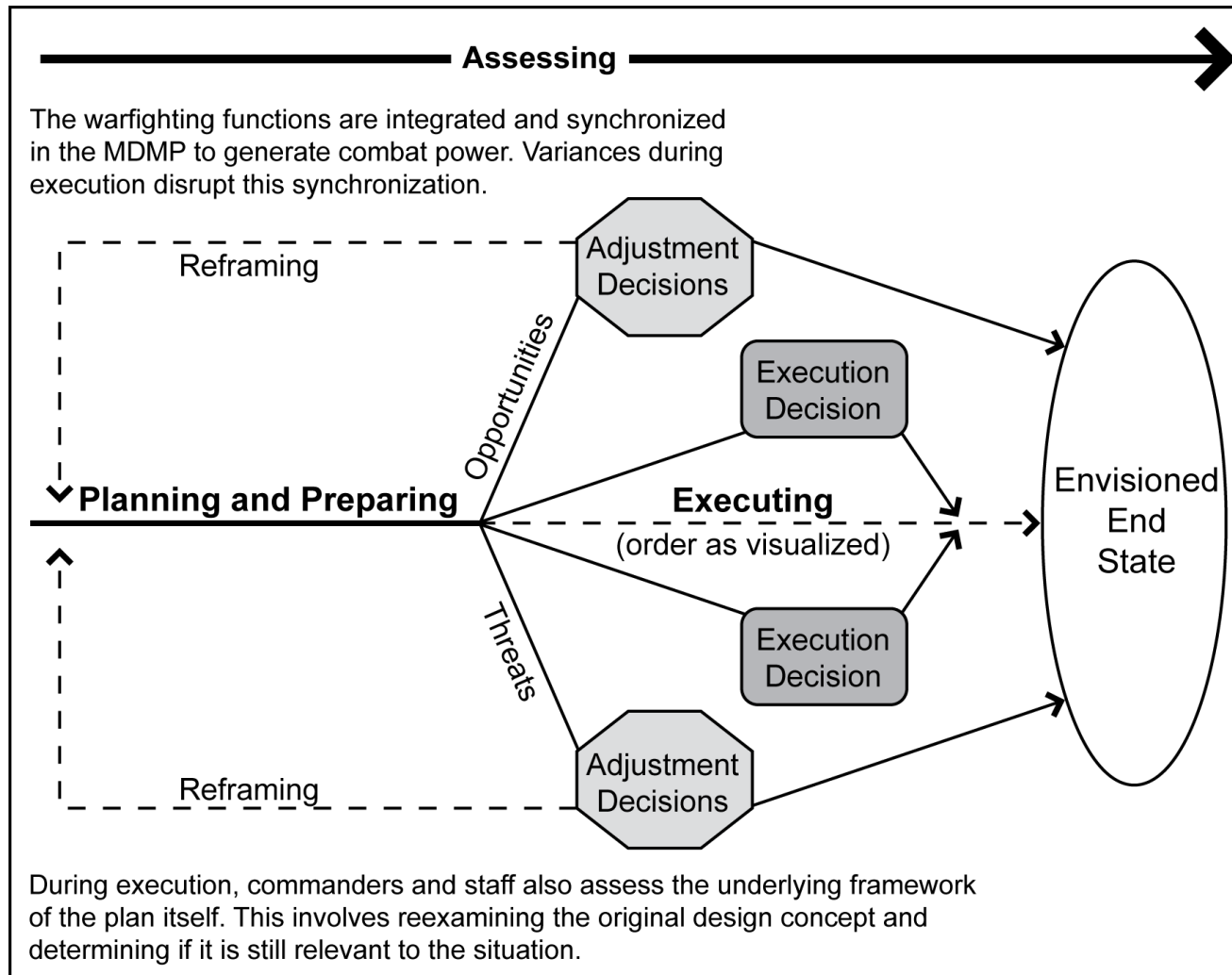
Planning and preparation accomplish nothing if the command does not execute effectively.

Execution is putting a plan into action by applying combat power to accomplish the mission and using situational understanding to assess progress and make execution and adjustment decisions (FM 3-0). In execution, commanders focus their efforts on translating decisions into actions to accomplish the mission. The fundamentals of execution are:

- Seize and retain the initiative
- Build and maintain momentum
- Exploit success.



Assessment and Decisionmaking



Decisions during execution

Rapid Decisionmaking

The RDSP is a decisionmaking and synchronization technique that commanders and staffs commonly use during execution.

When using this technique, the following considerations apply:

- **Rapid** is often more important than process.
- Much of it may be mental rather than written.
- It should become a battle drill for the current operations integration cells, future operations cells, or both.



- Compare the current situation to the order.
- Determine that a decision, and what type, is required.

↗
↖ Performed concurrently or sequentially.

- Develop a course of action.
- Refine and validate the course of action.
- Implement.



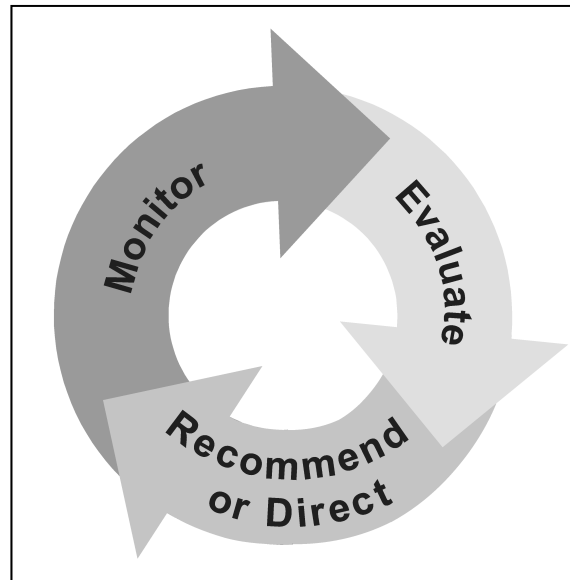
If the action is unacceptable, develop a new course of action.

Rapid decisionmaking and synchronization process (RDSP)

Ch 6: Assessment

Assessment involves deliberately comparing forecasted outcomes with actual events to determine the progress towards attaining end state conditions, achieving objectives, and accomplishing tasks.

Monitoring
is continuous observation of those conditions relevant to the current operation.



Evaluating
is using criteria to judge progress toward desired conditions and determining why the current degree of progress exists.

Recommending or Directing
Commanders integrate recommendations from the staff, subordinate commanders, and other organizations with their personal assessment. From those recommendations, they decide if and how to modify the operation to better accomplish the mission.

Considerations for Effective Assessment

Effective assessment relies on an accurate understanding of the logic used to build the plan.

- Assessment is continuous.
- Commanders drive assessment through prioritization.
- Assessment incorporates the logic behind the plan.
- Assessment facilitates learning and adapting.

- Commanders and staffs use caution when establishing cause and effect.
- Commanders and staffs combine quantitative and qualitative indicators.
- Assessment incorporates formal and informal methods.



Assessment Terms

A measure of performance is a criterion used to assess friendly actions that is tied to measuring task accomplishment (JP 3-0).

A measure of effectiveness is a criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect (JP 3-0).

In the context of assessment, **an indicator** is an item of information that provides insight into a measure of effectiveness or measure of performance.

<i>MOE</i>	<i>MOP</i>	<i>Indicator</i>
Answers the question: Are we doing the right things?	Answers the question: Are we doing things right?	Answers the question: What is the status of this MOE or MOP?
Measures purpose accomplishment.	Measures task completion.	Measures raw data inputs to inform MOEs and MOPs.
Measures <i>why</i> in the mission statement.	Measures <i>what</i> in the mission statement.	Information used to make measuring what or why possible.
No hierarchical relationship to MOPs.	No hierarchical relationship to MOEs.	Subordinate to MOEs and MOPs.
Often formally tracked in formal assessment plans.	Often formally tracked in execution matrixes.	Often formally tracked in formal assessment plans.
Typically challenging to choose the correct ones.	Typically simple to choose the correct ones.	Typically as challenging to select correctly as the supported MOE or MOP.

Assessment measures and indicators

Develop a Formal Assessment Plan

Developing the assessment plan occurs during planning—not after the fact.

Step 1 - Gather tools and assessment data.

Step 2 - Understand current and desired conditions.

Step 3 - Develop assessment measures and potential indicators.

Step 4 - Develop the collection plan.

Step 5 - Assign responsibilities for generating recommendations.

Step 6 - Identify feedback mechanisms.



Assessing progress*



United States Army Combined Arms Center

Selecting and Writing Measures of Effectiveness (MOEs)

- Select only MOEs that measure the degree to which the desired outcome is achieved.
- Choose distinct MOEs.
- Include MOEs from differing causal chains.
- Use the same MOE to measure more than one condition.
- Avoid additional reporting requirements for subordinates.
- Structure MOEs so that measurable, collectable, and relevant indicators for them exist.
- Write MOEs as statements of desired outcomes (not questions).

Selecting and Writing Indicators

Commanders structure MOEs so that measurable, collectable, and relevant indicators exist for them. A MOE is of no use if the staff cannot actually measure it.

- **Measurable.** A measurable indicator can be gauged using either quantitative or qualitative techniques.
- **Collectable.** An indicator is collectable if the data associated with the indicator can be reasonably obtained.
- **Relevant.** An indicator is relevant if it provides insight into a supported MOE or MOP.



Sample Assessment of Conditions

Condition 1: Enemy defeated in the brigade area of operations.

MOE 1: Decrease in enemy kidnapping activity in the brigade area of operations.

Indicator 1: Monthly reported dollars in ransom paid as a result of kidnapping operations.

Indicator 2: Monthly number of reported attempted kidnappings.

Indicator 3: Monthly poll question #23: “Have any kidnappings occurred in your neighborhood in the past 30 days?” Results for province ABC only.

MOE 2: Increase in public perception of security in the brigade area of operations.

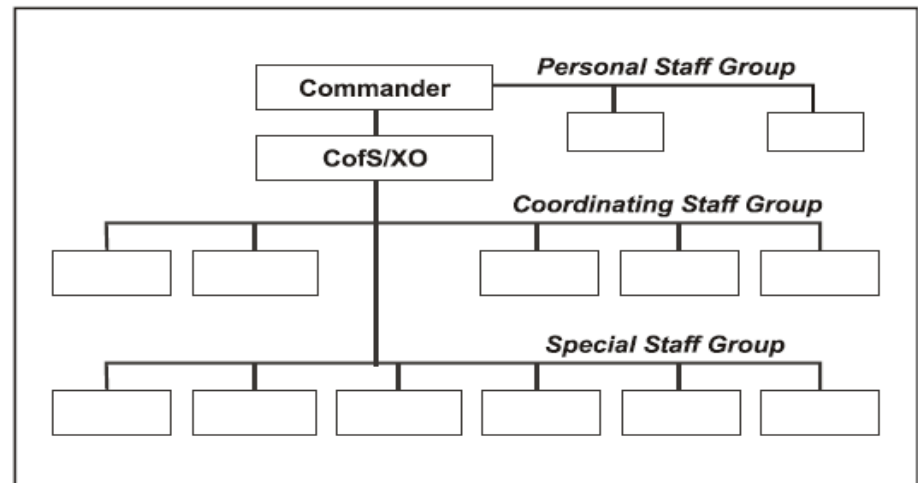
Indicator 1: Monthly poll question #34: “Have you changed your normal activities in the past month because of concerns about your safety and that of your family?” Results for province ABC only.

Indicator 2: Monthly K through 12 school attendance in province

App A: Command Post Organization & Operations

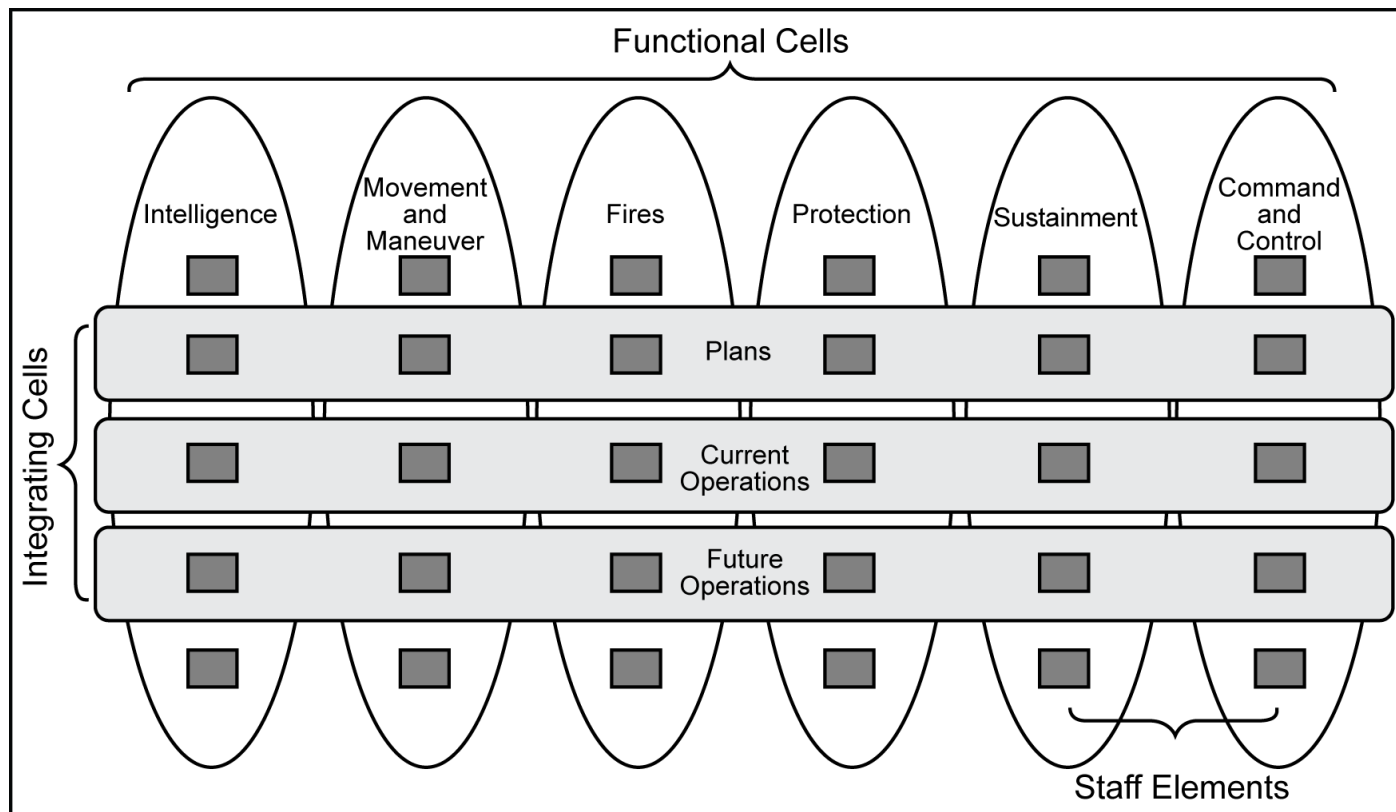
Commanders cross-functionally organize their staff into command posts and command post cells during operation.

The staff is further integrated in cross-functional meetings (working groups and boards)*

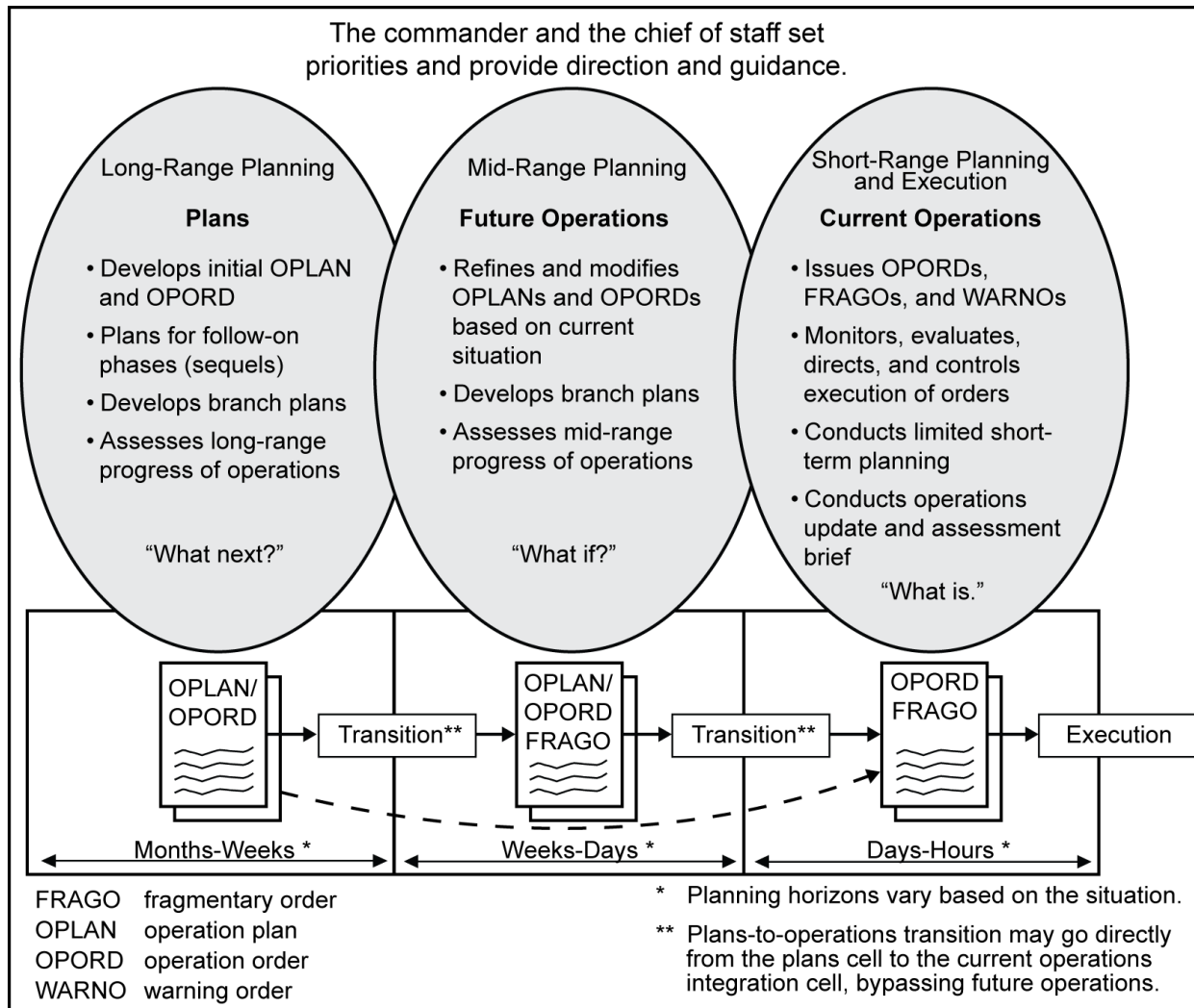


Functional and Integrating Cells

- **Functional cells** group personnel and equipment by warfighting function.
- **Integrating cells** group personnel and equipment to integrate the warfighting function by planning horizon.



Integrating Cells



Plans , future operations, and current operations integration

Battle Rhythm

- **Battle rhythm** is a deliberate daily cycle of command, staff, and unit activities intended to synchronize current and future operations (JP 3-33).
- The battle rhythm facilitates integration and collaboration. The COS (XO) manages the headquarters' battle rhythm. This battle rhythm serves several important functions, to include—
 - Establishing a routine for staff interaction and coordination.
 - Facilitating interaction between the commander and staff.
 - Synchronizing activities of the staff in time and purpose.
 - Facilitating planning by the staff and

Meeting (Working Groups and Boards)

Meetings are gatherings to present and exchange information, solve problems, coordinate action, and make decisions. While numerous informal meetings occur daily within a headquarters, meetings commonly included in a unit's battle rhythm and the cells responsible for them include—

- Shift-change briefings (current operations integration cell).
- Operation update and assessment briefings (current operations integration cell).
- Operations synchronization meetings (current operations integration cell).
- Planning's meetings and briefings (current operations cells).
- Working groups and boards (various functional and integrating cells).

For each meeting, the unit's SOPs address—

- Purpose.
- Frequency.
- Composition (chair and participants).
- Inputs and expected outputs.
- Agenda.

App B: MDMP

The MDMP helps leaders apply thoroughness, clarity, sound judgment, logic, and professional knowledge to understand situations, develop options to solve problems, and reach decisions. It is a process that helps commanders, staffs, and others think critically and creatively while planning.

The ***military decisionmaking process*** is an iterative planning methodology that integrates the activities of the commander, staff, subordinate headquarters, and other partners to understand the situation and mission; develop and compare courses of action; decide on a course of action that best accomplishes the mission; and produce an operation plan or order for execution. The MDMP:

- Facilitates collaborative and parallel planning.
- Integrates the commander, staff, and others.
- Integrates and synchronized the warfighting functions.

• Drives preparation.

What is New?

- Basic seven steps remain the same.
- Describes the interface between design and the MDMP.
- Includes examples of stability tasks as well as offense and defense operations.

Key inputs	Steps	Key outputs
Higher headquarters' plan or order or a new mission anticipated by the commander	Step 1: Receipt of Mission	- Commander's initial guidance - Initial allocation of time
	Warning order	
- Higher headquarters' plan or order - Higher headquarters' knowledge and intelligence products - Knowledge products from other organizations - Design concept (if developed)	Step 2: Mission Analysis	- Mission statement - Initial commander's intent - Initial planning guidance - Initial CCIRs and EEFI - Updated IPB and running estimates - Assumptions
	Warning order	
- Mission statement - Initial commander's intent, planning guidance, CCIRs, and EEFI - Updated IPB and running estimates - Assumptions	Step 3: Course of Action (COA) Development	- COA statements and sketches - Tentative task organization - Broad concept of operations - Revised planning guidance - Updated assumptions
- Updated running estimates - Revised planning guidance - COA statements and sketches - Updated assumptions	Step 4: COA Analysis (War Game)	- Refined COAs - Potential decision points - War-game results - Initial assessment measures - Updated assumptions
- Updated running estimates - Refined COAs - Evaluation criteria - War-game results - Updated assumptions	Step 5: COA Comparison	- Evaluated COAs - Recommended COAs - Updated running estimates - Updated assumptions
- Updated running estimates - Evaluated COAs - Recommended COA - Updated assumptions	Step 6: COA Approval	- Commander-selected COA and any modifications - Refined commander's intent, CCIRs, and EEFI - Updated assumptions
	Warning order	
- Commander-selected COA with any modifications - Refined commander's intent, CCIRs, and EEFI - Updated assumptions	Step 7: Orders Production	Approved operation plan or order
CCIR COA	commander's critical information requirement course of action	EEFI IPB essential element of friendly information intelligence preparation of the battlefield

Steps of the MDMP

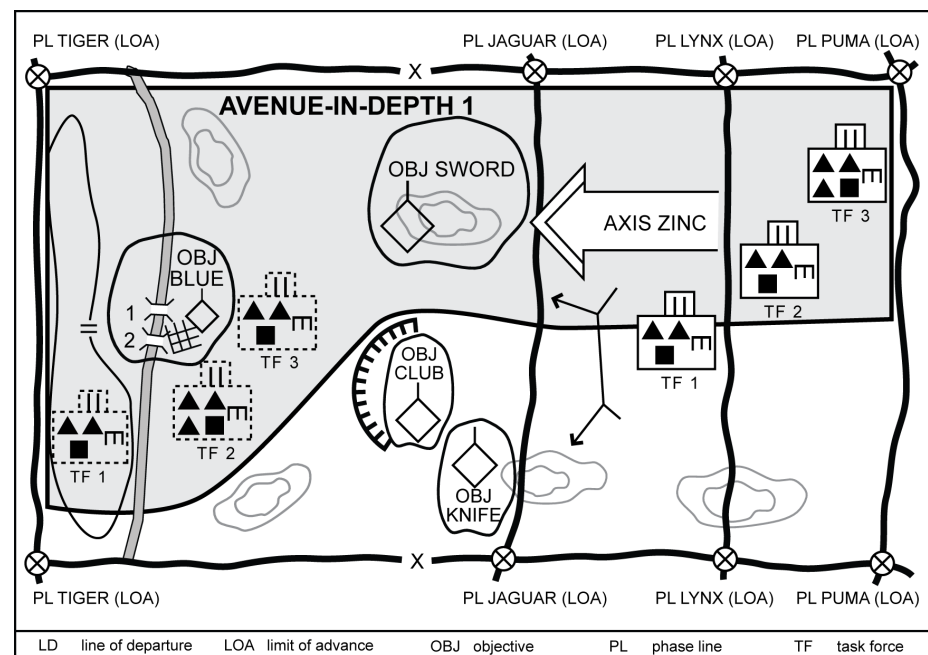
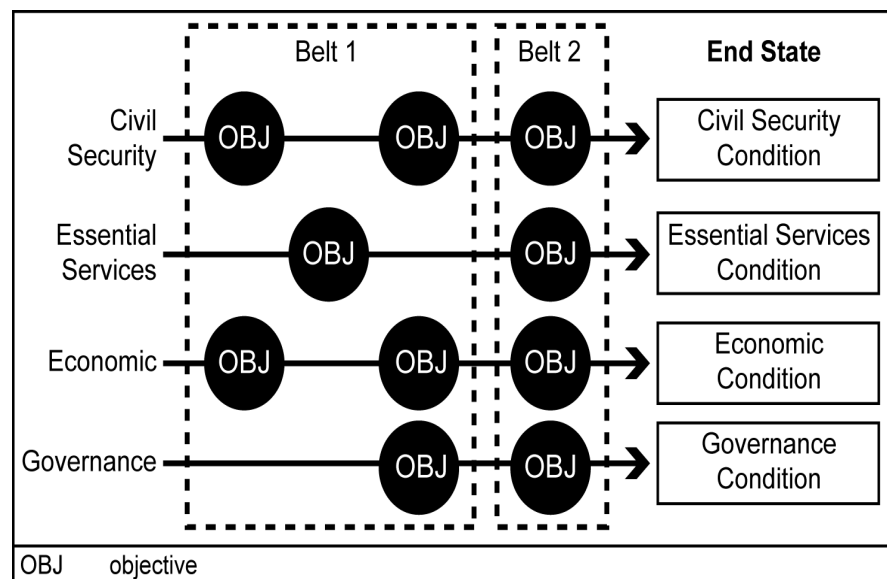
Mission Analysis

Since no amount of subsequent planning can solve a problem insufficiently understood, mission analysis is the most important step in the MDMP.

- Commanders (supported by their staffs and informed by subordinate and adjacent commanders and by other partners) gather, analyze, and synthesize information to orient themselves on the current conditions of the operational environment.
- The commander and staff conduct mission analysis to better understand the situation and problem, and identify *what* the command must accomplish, *when* and *where* it must be done, and most importantly *why*—the purpose of the operation.

COA Analysis

Course of action analysis enables commanders and staffs to identify difficulties or coordination problems as well as probable consequence of planned actions.



Sample belt method using lines of effort

Sample avenue-in-debt method

Plans and Orders

- Changes to the Army's operation order format to account for:

- Warfighting functions.
- Army five information tasks.
- Civil considerations and essential stability tasks.

Base OPORD

1. Situation
2. Mission
3. Execution
4. Sustainment
5. Command & Control

Operation Order Cross-Walk

FM 5-0

Army
P
d
P

- Annex A: Task Organization
- Annex B: Intelligence
- Annex C: Operations Overlay
- Annex D: Fire Support
- Annex E: Rules of Engagement
- Annex F: Engineer
- Annex G: Air and Missile Defense
- Annex H: C4
- Annex I: Service Support
- Annex J: NBC
- Annex K: Provost Marshall
- Annex L: ISR
- Annex M: Rear Area Security
- Annex N: Space
- Annex O: A2C2
- Annex P: Information Operations
- Annex Q: Civil-Military Operations
- Annex R: Public

FM 5-0 (2005)

FM 5-0

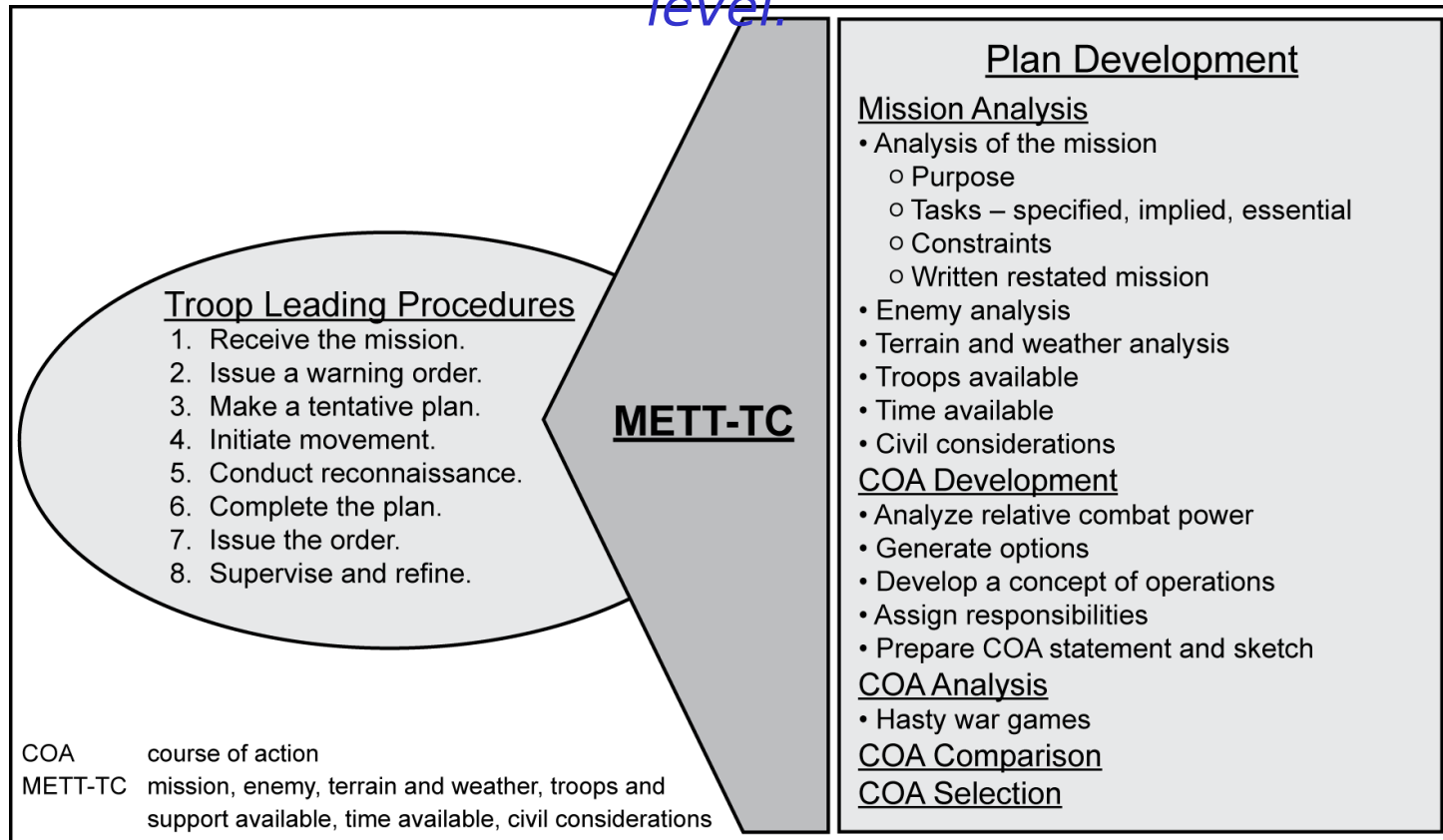
- Annex A: Task Organization
- Annex B: Intelligence
- Annex C: Operations
- Annex D: Fires
- Annex E: Protection
- Annex F: Sustainment
- Annex G: Engineering
- Annex H: Signal
- Annex I: Not used
- Annex J: Public Affairs
- Annex K: Civil Affairs Operations
- Annex L: ISR
- Annex M: Assessment
- Annex N: Space Operations
- Annex O: Not used
- Annex P: Host nation support
- Annex Q: Not Used
- Annex R: Reports
- Annex S: Special Technical Operations
- Annex T: Not used
- Annex U: Inspector General
- Annex V: Interagency Coordination
- Annexes W, X, Y: Not Used
- Annex Z: Distributi

FM 5-0 (2010)



App C: Troop Leading Procedures

Troop leading procedures extend the MDMP to the small-unit level.



Troop leading procedures are a dynamic process used by small-unit leaders to analyze missions, develop plans, and prepare for operations.

App F: Task Organization

If relationship is:	Then inherent responsibilities:							
	Have command relationship with:	May be task-organized by: ¹	Unless modified, ADCON have responsibility through:	Are assigned position or AO by:	Provide liaison to:	Establish/maintain communications with:	Have priorities established by:	Can impose on gaining unit further command or support relationship of:
Organic	All organic forces organized with the HQ	Organic HQ	Army HQ specified in organizing document	Organic HQ	N/A	N/A	Organic HQ	Attached; OPCON; TACON; GS; GSR; R; DS
Assigned	Combatant command	Gaining HQ	Gaining Army HQ	OPCON chain of command	As required by OPCON	As required by OPCON	ASCC or Service-assigned HQ	As required by OPCON HQ
Attached	Gaining unit	Gaining unit	Gaining Army HQ	Gaining unit	As required by gaining unit	Unit to which attached	Gaining unit	Attached; OPCON; TACON; GS; GSR; R; DS
OPCON	Gaining unit	Parent unit and gaining unit; gaining unit may pass OPCON to lower HQ ¹	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	OPCON; TACON; GS; GSR; R; DS
TACON	Gaining unit	Parent unit	Parent unit	Gaining unit	As required by gaining unit	As required by gaining unit and parent unit	Gaining unit	TACON; GS; GSR; R; DS
Note: ¹ In NATO, the gaining unit may not task-organize a multinational force. (See TACON.) ADCON administrative control AO area of operations ASCC Army Service component command DS direct support GS general support GSR general support-reinforcing HQ headquarters N/A not applicable NATO North Atlantic Treaty Organization OPCON operational control R reinforcing TACON tactical control								

Army command relationship

A task organization is a temporary grouping of forces designed to accomplish a particular mission (FM 3-0).

Sample task organization

App G: Running Estimate

A *running estimate* is the continuous assessment of the current situation used to determine if the current operation is proceeding according to the commander's intent and if planned future operations are supportable. The commander and each staff section maintain a running estimate. In their running estimates, the commander and each staff section continuously consider the effects of new information and update the following:

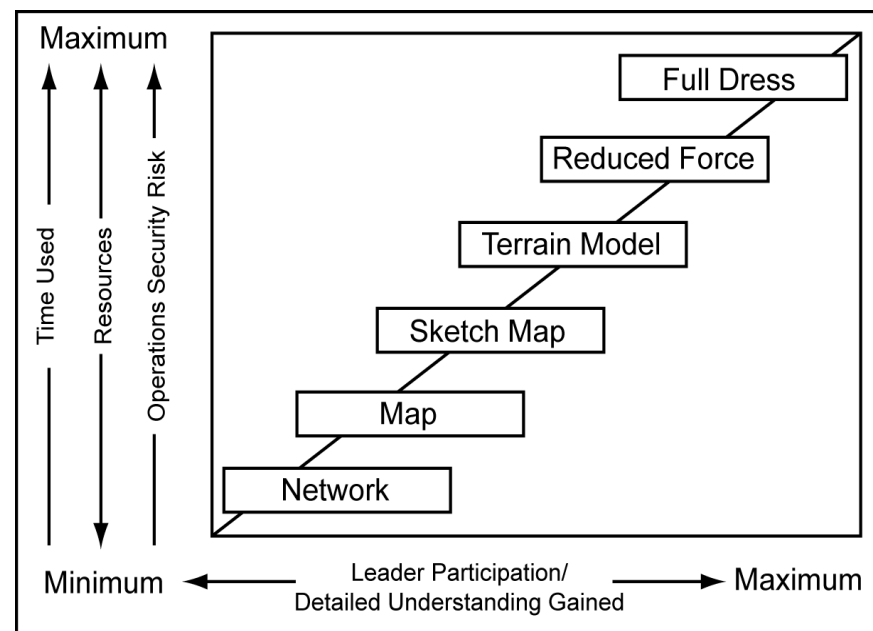
- Facts.
- Assumptions.
- Friendly force status.
- Enemy activities and capabilities.
- Civil considerations.
- Conclusions and recommendations.

App I: Rehearsals

Rehearsing key actions before execution allows Soldiers to become familiar with the operation and translate the abstract ideas of the written plan into concrete actions.

. The four types of rehearsals are—

- Backbrief.
- Combined arms rehearsal.
- Support rehearsal.
- Battle drill or SOP rehearsal.



Rehearsal techniques

Backup

Applicability

- While applicability to all Army forces, the **principal** audience is Army commanders and unit staffs (officers, noncommissioned officers, and Soldiers).
- Serves as a basis for **training** and **education** concerning planning, preparing, executing, and assessing operations for Army forces.

The Role of Doctrine

“We must **emphasize doctrine as the driver for change**. You can’t cement change in the organization until you adapt the institutions. That change begins with doctrine.”

GEN George W. Casey
Chief of Staff of the Army

“Army doctrine is a body of thought on how Army forces intend to operate as an integral part of a joint force. Doctrine focuses on how to think—not what to think. It establishes the following:

- How the Army views the nature of operations.
- Fundamentals by which Army forces conduct operations.
- Methods by which commanders exercise command and control.”

FM 3-0, Operations



Fundamentals of the Ops Process

- Commanders drive the operations process through ***battle command***.
- ***Situational understanding*** is fundamental to effective command and control.
- ***Critical and creative thinking*** aid in understanding and decisionmaking throughout the operations process.
- Commanders continually ***consider and combine offense, defense, stability or civil support tasks***.
- ***Mission command*** is the preferred method of exercising command and control.
- ***Continuous assessment*** enables organizational learning and adaptation throughout the conduct of operations.

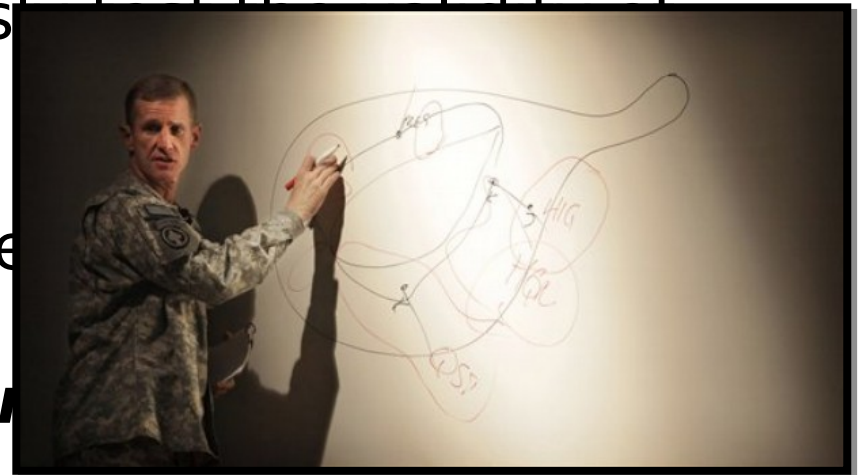


Planning Fundamentals

Commanders are planners—the most important participants in effective planning.

Fundamentals of planning that aid in effective planning include the following:

- Commanders focus planning.
- Commanders plan for full spectrum operations.
- Commanders continuously update their assumptions.
- Planning is continuous.
- Planning is time sensitive.
- Simple, flexible plans work best—**mission order**



General McCrystal*

Planning Pitfalls

Commanders recognize the value of planning and avoid common planning pitfalls.

- Attempting to forecast and dictate events too far into the future.
- Trying to plan in too much detail.
- Using planning as a scripting process.
- Institutionalizing rigid planning methods.

New, Modified, and Rescinded Terms



Terms and Definitions

New Army terms

- design
- mission narrative
- persistent conflict
- indicator (in addition to the joint term in JP 2-0)

Modified Army terms

- board (modified from FMI 5-0.1)
- collaborative planning [modified from FM 5-0 (2005)]
- command group (FM 5-0 now the proponent)
- command post cell (modified from FMI 5-0.1)
- constraint (modified from FMI 5-0.1)

Terms and Definitions

Modified Army terms (continued)

- board (modified from FMI 5-0.1)
- decision support matrix [modified from FM 5-0 (2005)]
- early-entry command post (modified from FMI 5-0.1)
- essential task [modified from FM 5-0 (2005)]
- execution matrix [modified from FM 5-0 (2005)]
- evaluating (modified from FM 6-0)
- main command post (modified from FMI 5-0.1)
- military decisionmaking process [modified from FM 5-0]
- nested concepts [modified from FM 5-0 (2005)]
- operational approach (modified from FM 3-0)



Terms and Definitions

Modified Army terms (continued)

- parallel planning [modified from FM 5-0 (2005)]
- rehearsal (FM 5-0 now proponent)
- running estimate (modified from FM 3-0)
- synchronization matrix [modified from FM 5-0 (2005)]
- tactical command post (modified from FMI 5-0.1)
- working group (modified from FMI 5-0.1)



Terms and Definitions

Rescinded Army definitions

- attachment (use common English definition)
- battle rhythm (use joint definition)
- center (running estimate (modified from FM 3-0))
- decision point (use joint definition)
- direct support (use joint definition)
- general support (use joint definition)
- mission statement (use joint definition)
- overlay order (no longer a Army defined term)
- plan (use common English definition)
- reinforcing (use joint definition)
- service support order (no longer a Army term)
- service support plan (no longer an Army term)
- staff element (no longer an Army term)
- staff estimate (now called running estimate)